

Chicago Town Deep Dish

4.1 Packaging Branded – food & drink
Dr. Oetker/Chicago Town

tdg The Design Group
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DBA Design Effectiveness Awards Entry 2009



Evolution of the Deep Dish brand 1992 - 2009

Executive Summary

In a very competitive marketplace at a period of intense pressure on consumer spending, Dr. Oetker (previously Schwan's Consumer Brands) found that sales of one of their flagship brands, Chicago Town Deep Dish pizzas, were going backwards. A design change in early 2008 had no positive impact on their sales so they knew they had to do something different in order that stretch targets were met in 2009 and ensure the long term health of the brand.

Chicago Town Deep Dish needed to update and improve its relevance to an extended target audience; to drive deeper penetration in order to compete with other strong brands in the competitive set. Consumers were seeing this as a truly different, seriously tasty product that they would be perfectly happy to eat as a meal centre – yet the packaging was giving the impression of being a snack for kids through both the graphic treatment and the in-store position – so they were simply not picking it up.

The redesign addressed all the key issues; communicating clearly the unique proposition to more people and driving brand reassessment. With the same level of Marketing support and promotional activity as the previous year the redesign allowed the brand to outstrip both the sales and consumer penetration targets significantly. A drop in sales in 2008 has been translated into a 14.9% sales growth in the 52 weeks ending 18th April 2009. On top of this, the penetration figures have hit an all time high for the brand in its 17 year history.

In May 2009 Chicago Town Deep Dish achieved leadership of the frozen pizza category to become the UK's number 1 frozen pizza brand - a leap up from the number 3 position in late 2008. Dr. Oetker are left with one remaining problem - keeping up with demand!

Word count: 331



// Speaking personally and for the business we could not have hoped for a better result for Deep Dish! In my view the re-launched packaging has been 'business critical' and has made a huge difference to the performance of the brand in 2009 as all key brand metrics are experiencing encouraging growth trends.

A clearly communicated proposition and position has been fundamental to this success as previous re-launches have not seen the impact or results we are currently experiencing on Deep Dish, we are delighted to have achieved No 1 status as the top frozen pizza sub brand in the marketplace.

We're really looking forward to the future and further building upon the success of the Deep Dish re-launch, and with the help of tdg I feel "from the heart" we have an extra brand guardian in the team for many years to come! //

Stuart Yates, Chicago Town Deep Dish Brand Manager,
Dr. Oetker UK Europe



Project Overview

1. Outline of project brief

- To reposition the brand away from the snacking and fast food sector towards a more teen/adult meal centre positioning (“Full of taste, from brim to base”), thus to:
- Broaden appeal and increase penetration amongst teens/young adults whilst maintaining appeal to existing “Savvy Families” shopping for their kids, in order to:
- Reverse a declining sales trend and grow brand value faster than that of the frozen pizza market.

2. Description

Chicago Town Deep Dish is a range of 13cm individual deep dish pizzas that represents nearly half of the total sales of Chicago Town, one of Dr. Oetker’s flagship brands.

The brand was launched in 1992 and after many years of growth had been stagnating. For several years, the brand had underperformed the market. Sales in 2008 vs 2007 were 1.7% down while the total frozen pizza market grew 4.5% in same period (IRI 52 w/e 18th April 2009). A redesign, with above the line marketing support, in 2008 did not achieve any of the objectives (which were the same as those for this brief) and did not have any effect on sales uplift.

The brand’s key equities are the perfect individual size (not made to share – all mine!), the unique dish shape (depth of crust and generous topping levels – the crust walls keep the topping in!) and the choice of oven or micro cook for ultimate convenience.

The range consisted, until December 2008, of 4 variants; Four Cheese, Pepperoni, Meat Combo and Ham & Pineapple. Through consumer feedback (Shopper Research; Oxygen Brand Consulting) a new Supreme variety was introduced in December 2008 to complete the range.



Despite great consumer warmth to the product in research conducted by Oxygen Brand Consulting in 2008, the pack was proving a barrier not an enticement to purchase, with the work done in early 2008 having had no effect whatsoever – something had to be done, and fast, to communicate the fantastic product, allow more consumers to access the brand and reverse the sales trend.

3. Overview of market

The total frozen market is currently worth £5 billion (IRI 52 w/e 18th April 2009) – having shown a 6.8% growth in the past year, perhaps due to the increased popularity of the frozen aisle in a cash strapped society.

Within total frozen, frozen pizza is currently worth £372m, representing an 8.1% like for like growth year to date, up from 4.5% the previous year.

The Chicago Town Deep Dish share of this market was worth £34.3m in 2008 – a drop from £34.9m in 2007 (IRI 52 w/e 18th April 2009).

Before the redesign, Chicago Town Deep Dish sat as the 3rd most successful pizza sub-brand in the market behind Goodfellas Deeply Delicious and Dr Oetker Ristorante.

Penetration and listings were down and loyalty was down; consumers were buying fewer packs and less often.

4. Project launch date

Mid December 2008

5. Size of design budget

£45,000



Outline of Design Solution

In order to meet the objectives of the range redesign, the packaging had to deliver across four key areas;



Before



After

- 1) Communicate the core product proposition – “full of taste from brim to base”

This was achieved by introducing a ‘brand smile’ logo underline (which implies positive consumer satisfaction), featuring the red range colour coding and the proposition statement supported with a product cut-through image in close-up to clearly communicate the unique walled structure of the base and the resulting ‘deep’ fill topping – thus communicating the proposition both in words and pictures. In addition, the ‘brand smile’ acts as a pointer to the cut-through in the main product image to re-emphasise the deep wall structure and depth of fill.





2008 Pack

- 2) Imbue 'The Deep Dish' brand marque with more integrity and standout

The panel which housed the primary and secondary logos over the course of the 'The Deep Dish' brand's 17 year history has been removed. This allows the logo to stand alone and be increased in size, to feature the colour red to increase contrast with the black background, and to be redrawn to place more emphasis on the 'The' prefix and 'Deep' descriptor to emphasise its definitive status and unique proposition.



New Pack

3) Enhance the taste appeal of the product to the consumer

Research showed that the dual product presentation on the previous design led to consumers perception of a 'production line' with the 'placed' layout of the topping appearing 'too processed'. In addition, the visual presentation of the raised walls of the outer crust (which are what makes the product unique and allows it to carry an extra deep topping) were actually perceived to be a 'barrier' to enjoyment of the product.

On the new design, a higher angle of shot reduces the 'crust obstacle' with the crust itself being more cooked in appearance with minor imperfections remaining to enhance its reality cues. The topping is now 'tumbled' on rather than 'placed', and the product is cut fully into two halves to provide a more realistic 'cheese stretch' (indicative of the provenance of the ingredients).

2008 Pack



New Pack





4) Better communicate the variant differentiation and 'fun' values of the brand

The variant colour coded panels are now printed as special colours to maximise contrast (they were previously printed out of four process colours and tended to look 'dirty').

The 'swoosh' panels de-formalise the design (to communicate a sense of fun) and create a 'readability path' from pack to pack on shelf enhancing brand blocking.

The previous dual face format has been replaced so the back of pack can now be used to build on the proposition in pictures and words, freeing up two additional sides to act as selling panels.



Back of Pack

Word count: : 449



Sides of Pack



Summary of results

Increase in sales

The key objective was to reverse the declining sales trend and grow brand value ahead of the frozen pizza market; comparing the 52 w/e 18th April 09 vs the previous period we can see that this objective has more than been achieved in 2009, year to date:

Total frozen pizza	+ 8.1%
Chicago Town Deep Dish	+ 14.9%
Chicago Town (excl 5th sku)	+ 14.8%

At time of writing Chicago Town Deep Dish brand value equates to £39.2m, representing an increase of 14.9% on 2008 sales.

Deep Dish has seen a turnaround in gained spend in recent periods through switching from other brands, category arrivals and shoppers adding the brand to their repertoire.

Switching (£1,694,000)	= 36%
Category arrivals (£1,495,000)	= 32%
Shoppers adding (£1,502,000)	= 32%

(Source: TNS 52 w/e 19th April 2009)

Increase in market share

In May 2009 Chicago Town Deep Dish achieved leadership of the frozen pizza category to become the UK's number 1 frozen pizza brand. This was a step up from the number 3 position the brand held in December 2008.

This represents a 13.8% increase in brand share driving market share from 9.4% to 10.7% of the total frozen pizza market.

Change in spending patterns of target market

An additional objective of this project was to broaden appeal and increase penetration amongst teens/young adults. Penetration of the brand has risen a full 5% to 21.4% (Feb – Apr 09), the highest on record.

Looking more closely at penetration data across a number of different demographic parameters reveals significant gains amongst the particular extended target audience of young adults.

Total households penetration increase	+5%
1 member households	+7.2%
Housewife aged under 28	+6.0%
Young family	+6.9%

(Source: TNS)



Changes in perception

Answers to an IPSOS poll question in February 2009 (compared with March 2008) reveals some great successes in shifting consumer perception, attributed to the improved pack photography and the dramatisation of “Full of taste from brim to base” proposition on pack:

Q. Please tell us everything you associate with Chicago Town, this could be anything at all, colours, sounds, images, products etc.

Taste/ingredients	+ 20%
Deep pan/dish	+ 71%
Pizza/topping characteristics	+ 71%

A piece of qualitative research conducted by Oxygen Brand Consulting on the new pack design also showed a real appeal of the new pack over the old design:

	Old	New
Food values/appetite appeal	“it looks cold . . . it looks very staged”	“You can smell it” “Makes me want to eat it”
Branding/standout	“I could do that myself on the computer”	“The black just brings out the pizza” “The Deep Dish stands out more too”
Modernity/relevance	“It looks like something archaic now . . .” “dated” “1980’s”	“Because we like the look of them we will pick it up”

Employee Morale

// Despite seeing visuals and the new advert, I’ve only just seen the 13cm new style pack out in-store (Morrison’s open end) and amongst the other products featured in the end, ours really stood out and looked fantastic. In my opinion it’s the best pack design we’ve had during my time with the business – well done!

Best pack design we’ve had I think - and I’ve been here a REALLY long time! //

Caroline Dawson – Customer Logistics Manager (been with the company since day 1) 17 years.

Research resources

Oxygen Brand Consulting – Chicago Town shopper research; Chicago Town Deep Dish 'Ways To Grow The Brand' Qualitative Research Debrief
16th September 2008:

Other influencing factors

1. Above the line advertising

In early 2008 there was peak time TV sponsorship of American Idol, but this sponsorship (at the time of the previous redesign) did not drive the anticipated sales growth.

In 2009 a TV ad ran for 6 weeks from 10th January, representing a very similar level of support to the same period the previous year.

As such, the effect of above the line support can be considered to be consistent for the old and the new pack designs.

2. Promotions

The same level of promotional support (£1 promotions in key accounts) was applied during 2009 as 2008, over the same time periods.

3. Distribution

Distribution remained constant 2009 vs 2008.

4. The new/5th product

Where relevant, the sales of the new/5th, sku have been factored out to ensure that like for like numbers are presented. The additional sku has only contributed an incremental 0.1% to brand share growth.

5. In-store position

The redesign prompted a resiting of the brand in one account only (to the adult pizza cabinet), in all other accounts the brand remained ranged in the snacking fixture.

6. PR

There was no additional PR or promotional activity conducted in the previous, comparison year/period.

Summary

Given that all potential contributing factors were constant 2009 vs 2008, the only key difference and driver for the success for the brand was the design itself.

